

SLOUGH BOROUGH COUNCIL

REPORT TO: Employment & Appeals Committee
DATE: 11th April 2018
CONTACT OFFICER: Surjit Nagra, Service Lead, People
AUTHORS: Jules Potter, Head of Organisational Development
WARD(S): All

PART I **FOR INFORMATION**

ACTIONS SPEAK LOUDER... PROGRAMME INTERIM UPDATE

1 Purpose of Report

To provide an interim update on the *Actions Speak Louder...* mandatory training programme as we approach the sustainability stage following extensive all-employee training. The final workshop for employees was held on March 29.

This committee was briefed in October 2017 at the outset of the training workshops. Members will recall that The Garnett Foundation was commissioned to deliver the programme.

This programme is aligned with the Five Year Plan 2018-23 which states: *We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job. Being clear about our values and behaviours means we can support our staff who want to continue to make a positive difference in their services to improve the lives of people in Slough.*

2 Recommendation(s)/Proposed Action

The Committee is requested to resolve:

- (a) That the interim update on the Actions Speak Louder... programme be noted.
- (b) That it be noted that the Garnett Foundation's professional actors will be performing a short sketch at the staff conference on April 26 to demonstrate the impact of changed behaviour on others.

3 Supporting Information

The Garnett Foundation - <http://www.thegarnettfoundation.com/> - are leaders in their field of transforming work performance by creating powerful experiential learning programme using live theatre-based training.

This was a new way of learning for employees and members at Slough Borough Council, which commissioned the following learning outcomes:

- To drive positive culture and behavioural change;

- To address unacceptable behaviour and language;
- To promote better working relationships and practices leading to better service outcomes;
- To promote an inclusive culture and share the benefits of diversity for all;
- To promote leaders as role models; and
- To stimulate a passion for 'going the extra mile'.

4 **Programme Progress**

Following three intensive days of research, which included employee focus groups and interviews with leaders, a script was designed for the training to be performed by professional actors who portrayed the reality of life at SBC through drama-based scenarios.

For the purposes of our 35 workshops for employees, the actors took on the roles of an apprentice, employee, junior manager and senior manager. Workshop delegates had the opportunity to watch and reflect as the scenes unfolded and contribute their thoughts and ideas on the impact of good and poor behaviour in the workplace; how to challenge poor behaviour; and to make suggestions to improve workplace situations through adherence to the values.

There was also a workshop created for the Senior Leadership Team and two workshops for councillors with relevant scenarios created to match their work practices.

These workshops ran from October 2017 – March 2018.

5 **Next steps**

Of the employees who attended a workshop, 98% of them fully or partly understood the importance of following the SBC values.

Early feedback in terms of leadership indicates:

- Accessibility of line management
- Frequency of 1:1s
- Quality and value of appraisals
- Challenging managers with unacceptable behaviours
- Managers asking for training
- Greater awareness of personal impact

Another theme highlighted at the workshops was inadequate communications and cross-working between council departments. The comments included:

- Actively exploring what other teams/departments are doing
- Out of date structure charts
- Missing employee photos on the intranet
- Attitudes to 'location status'
- The need for a shared culture including:
 - Eliminating blame
 - Encourage openness
 - Welcoming feedback.

The Garnett Foundation will be providing a more detailed report for discussion at a Corporate Management Team meeting in April which will inform an action plan.

Committee members will be updated further on the evaluation of the employee, senior leadership team and members' workshops at the next meeting.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

The final Actions Speak Louder... workshop for employees was held on March 29 and Members are asked to note this interim. A further update will be provided to the Committee at a later date on the more detailed evaluation of the programme.

8 **Appendices**

None.